

Information Technology Curriculum

Access 2003 Introduction

Course Description:

This course is for new users of Access and assumes no experience with relational databases. The course covers the critical skills you need to get started creating databases in Access and working with the data by using tables, queries, forms, and reports.

Learning Objectives:

Upon completion of this course you will be able to:

- Create and work with tables
- Edit tables
- Set field properties
- Find and filter data
- Create relationships
- Create and modify simple queries
- Use operators in queries
- Analyze tables
- Create basic forms and reports

Class Dates:

- 01/11-12/2006
- 03/15-16/2006

Access 2003 Workshop – Queries and Reports

Course Description:

This comprehensive course is designed to provide students with the skills necessary to utilize most of the features pertaining to queries and reports within Microsoft Access 2003. After taking this course, students will be able to extract and change data using queries and also create and design reports within MS Access 2003.

Learning Objectives:

Upon completion of this course you will be able to:

- Use simple queries
- Modify query results
- Use operators in queries
- Design advanced queries
- Create action queries
- Create basic reports
- Create advanced report design
- Create sub forms and reports

Class Date:

- 02/22/2006

Adobe Acrobat

Course Description:

You have probably created documents using word processing and other office productivity applications and have shared those documents with others. Now you may need to share electronic versions of your documents with others in a format that will allow them to view, print, and review the content even if they do not have the original software used to create the file. In this course, you will use Adobe Acrobat 6.0 to convert documents to PDF files and will customize those PDF files for your needs and the needs of your audience.

Learning Objectives:

Upon completion of this course you will be able to:

- Create PDF documents
- Edit PDF documents
- Add navigation, interactivity and media clips
- Review documents
- Create forms in Acrobat 6.0
- Secure and optimize PDF documents
- Print, batch process, and access PDF documents

Class Date:

- 03/30/2006

Adobe PageMaker

Course Description:

Adobe PageMaker is a powerful page layout application you can use to create professional looking publications. In this course, you will learn basic techniques and skills that will give you a solid understanding of the software as you actually build a multiple page document. PageMaker offers a high degree of control over many aspects of page design. To learn how to use it to its fullest capabilities, you need to understand basic principles and techniques. As you progress through this course, you'll learn these techniques and use them to work with PageMaker efficiently and produce great looking documents.

Learning Objectives:

Upon completion of this course you will be able to:

- Build publications
- Build multi-page graphics
- Insert objects and graphics
- Apply character formatting
- Apply paragraph formatting
- Use styles and the library

Class Dates:

- 01/19/2006
- 02/27/2006

Adobe Photoshop

Course Description:

In this course, you will learn to use several tools for selecting parts of images and will move, duplicate, and resize images. You will learn to use layers and to apply layer effects and filters to create special effects, including lighting and texture effects. Additionally, you will use painting tools and blending modes to create shading effects and will perform adjustments to contrast and color balance. You will save images in formats for print and Web use.

Learning Objectives:

Upon completion of this course you will be able to:

- Manipulate layers
- Create images and selections
- Modify photographs

Class Date:

- 03/22/2006

Excel 2003 Introduction

Course Description:

Learn the basics of creating and revising business spreadsheets using MS Excel. Students will become comfortable with using the basic features of Excel to create, display, print, and share spreadsheets that present data in an organized and useful manner.

Learning Objectives:

Upon completion of this course you will be able to:

- Explore excel
- Use basic workbook skills
- Work with ranges
- Create simple formulas
- Copy and move data
- Format numbers and text
- Work with columns and rows
- Format cells

Class Dates:

- 02/06/2006
- 03/13/2006

Excel 2003 Intermediate

Course Description:

This class helps those comfortable with the basics of Excel to further hone their skills and leverage the tools within this program to become more efficient and adept at displaying and interpreting data. Move comfortably between worksheets, sort data, add dimension to formulas and functions, and display data in chart form.

Learning Objectives:

Upon completion of this course you will be able to:

- Create multiple worksheets
- Manage worksheets
- Use range names
- Create and format charts
- Manage data
- Use auto filter
- Work with advanced filters

Class Dates:

- 02/16/2006
- 03/29/2006

Internet Search Techniques

Course Description:

This comprehensive course is designed to provide students with the skills necessary to choose appropriate Internet search tools and to use these tools effectively. The Internet is a dynamic medium and good search strategies will help ensure effective use of this powerful source of information.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand search tools
- Use directory search strategies
- Use keyword search strategies
- Understand search strategies for finding people and businesses
- Understand special interest searching

Class Date:

- 01/30/2006

Macromedia Dreamweaver MX

Course Description:

This hands-on course introduces students to the basics of the Macromedia Dreamweaver Web development application. After completing this course, students will be able to create Web sites that include frame-based pages, tables, graphics, and links.

Learning Objectives:

Upon completion of this course you will be able to:

- Use Internet Access and HTML

Class Date:

- 01/27/2006

- Create a Web Site
- Add Content to Web Pages
- Work with Links
- Enhance Navigation in a Site
- Manage and Upload a Web Site

Macromedia Flash

Course Description:

This course introduces students to creating and editing shapes, applying color and line styles, combining shapes, importing bitmaps, and converting bitmaps to vector shapes. Course activities also cover adding and formatting text, using layers to arrange shapes, and modifying the layers. Finally, students use Onion Skin to create a frame-by-frame animation, play the animation, and work with templates.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand flash MX
- Create shapes
- Work with colors
- Manipulate shapes and mages
- Insert text
- Use layers
- Introduce animation and templates

Class Date:

- 02/13/2006

Outlook 2003 Intermediate

Course Description:

Learn to manage your time and communicate more efficiently using the tools and features available in Outlook's calendar and contacts. Learn to synchronize schedules to ensure appropriate attendance. Target your communications to the most appropriate groups and manage your time effectively with the tools in this powerful program.

Learning Objectives:

Upon completion of this course you will be able to:

- Organize outlook items
- Manage meetings
- Schedule with the calendar
- Work with tasks and notes
- Format outlook messages
- Use the address book
- Work with rules

Class Date:

- 01/05/2006

Outlook 2003 Advanced

Course Description:

Students who are actively using MS Outlook as their personal information manager can take their skills to the expert level with this course. This course expands upon the concepts previously learned in the introduction and intermediate courses. Students will be introduced to new concepts with an opportunity to apply them.

Learning Objectives:

Upon completion of this course you will be able to:

- Work with offline settings
- Work with multiple email accounts
- Work with folders and forms
- Customize views
- Add shortcuts to the navigation pane
- Set message and security options
- Set outlook options

Class Date:

- 02/23/2006

PowerPoint 2003 Introduction

Course Description:

This course includes exploring PowerPoint, getting Help, using basic presentation skills, and working with presentations. Students will also learn how to use the outline tab, edit and proof text, and print. Students will learn ways to enhance a presentation including formatting presentation text, using bullets and numbers, using Slide Sorter view, and editing multiple presentations. Students will also learn how to use graphic images, work with drawing objects, and use the Slide Show view.

Learning Objectives:

Upon completion of this course you will be able to:

- Use basic presentation skills
- Work with presentations
- Use the outline tab
- Edit and proof text
- Format presentation text
- Use graphic images
- Use slide show view

Class Date:

- 03/20/2006

PowerPoint 2003 Intermediate

Course Description:

This course introduces ways to enhance a presentation. It includes tasks on adding many types of objects to a presentation including: graphic images, drawn objects, charts, and tables. Students will learn ways to work more efficiently by using templates and presentation masters. The final focus explores ways to set up a slide show, add timings, and other ways to make the most impact with a presentation.

Learning Objectives:

Upon completion of this course you will be able to:

- Format bullets and numbers
- Work with drawing objects
- Use slide sorter view
- Create basic charts and tables
- Customize presentations
- Edit presentation masters
- Add special effects
- Set up the slide show and use slide show view

Class Date:

- 01/09/2006

PowerPoint 2003 Advanced

Course Description:

Students will explore some of the reviewing and graphics features in PowerPoint, including tasks such as presenting a presentation to an audience and collaborating with others on a presentation. This course also covers working with presentation masters, notes masters, and handout masters; and additional chart features. Students will also learn how to set up and expand a slide show.

Learning Objectives:

Upon completion of this course you will be able to:

- Edit multiple presentations
- Edit presentation masters
- Edit notes and handout masters
- Expand a slide show
- Collaborate on a presentation
- Edit and import charts
- Use organization charts/diagrams
- Export outlines and slides

Class Date:

- 02/02/2006

Project 2003 Introduction

Course Description:

This comprehensive course is designed to provide students with the skills necessary to utilize many of the fundamental features within MS Project 2003. This course is designed for individuals who will use MS Project 2003 as a tool to assist them in managing projects.

Learning Objectives:

Upon completion of this course you will be able to:

- Learn project basics
- Work with tables
- Organize tasks
- Schedule tasks
- Work with views

Class Dates:

- 01/24/2006
- 03/01/2006

- Work with resources

Project 2003 Intermediate

Course Description:

This comprehensive course is designed to provide students with the skills necessary to utilize features within MS Project 2003. This course is designed for individuals who will use MS Project 2003 as a tool to assist them in managing projects

Learning Objectives:

Upon completion of this course you will be able to:

- Work with resources
- Work with calendars
- Adjust resources
- Assign costs
- Work with the critical path
- Work with baselines
- Track your progress

Class Date:

- 03/07/2006

Upgrading from Outlook 2002 to 2003

Course Description:

This course explores and describes the new features of Outlook 2003. Students will discuss the new interface, work with the Mail pane, and work with the new message features. In addition, students will use the new contact and calendar, meeting workspace, and junk mail.

Learning Objectives:

Upon completion of this course you will be able to:

- Create new interface
- Create mail pane, new messages, contact and calendar features
- Work with offline settings
- Use meeting workspace
- Work with junk mail

Class Date:

- 03/24/2006

Word 2003 Introduction

Course Description:

This course provides students with the concepts required to produce basic business documents. Students enrolling in this course will explore the features of MS Word, use basic document skills, perform basic text editing, check spelling and grammar, and print Word documents. The class also covers formatting documents, using styles, setting tabs, and using numbered and bulleted lists. Students will also learn how to work with headers and footers and section breaks.

Learning Objectives:

Upon completion of this course you will be able to:

Class Dates:

- 01/26/2006

- Use basic document skills
- Work with document views
- Use basic text editing
- Check spelling and grammar
- Use character formatting and paragraph
- Use document formatting
- Use numbers and bullets

▪ 03/09/2006

Word 2003 Intermediate

Course Description:

Take your knowledge of MS Word to the next level with this intermediate course. In the first part of class, students will learn about tools that make everyday tasks quicker and easier. Students will also learn how to draw objects, insert graphics, and use charts and diagrams to make their documents more easily understood. In the second part of class, students learn how to perform tasks more efficiently.

Learning Objectives:

Upon completion of this course you will be able to:

- Use styles
- Set tabs
- Create headers and footers
- Use section breaks
- Work with tables
- Apply borders and shading
- Insert graphics
- Use autocorrect and auto text
- Create templates and wizards

Class Dates:

- 02/08/2006
- 03/27/2006

Acquisition and Project Officer Training Curriculum

Advanced Simplified Acquisition

Course Description:

This course is a must for government professionals who have equipment and services purchasing requirements exceeding \$25,000. The course focuses on the importance of market research in planning and preparing for the buy. It explores the dimensions of best value methodology as it applies to simplified acquisition and builds confidence in making successful purchasing decisions on every requisition.

Learning Objectives:

Upon completion of this course you will be able to:

- Determine when you have adequate competition
- Implement effective planning techniques
- Use evaluation factors and negotiation techniques to achieve best value
- Discuss how the evaluation process is a key component in the best value decision
- Recognize and deal with fraud
- Identify relevant quality assurance issues
- Describe the steps involved in payment and closeout
- Use appropriate monitoring techniques

Class Date:

- 01/09-13/2006

Basic Project Officer – Standard Version

Course Description:

The Basic Project Officer's course is a comprehensive course which provides the student with a thorough understanding of the Project Officer/Contracting Officer Technical Representative (COTR) responsibilities within the acquisition cycle. Research and Development Version: Covers the peer review process. Case studies focus on the unique characteristics of contracting for research and development.

Learning Objectives

Upon completion of this course you will be able to:

- Define the role of a Project Officer
- Provide an understanding of the statutory and procedural requirements of the Federal Acquisitions Regulations (FAR)
- Review the federal government acquisitions process

Class Dates:

- 01/09-12/2006
- 01/23-26/2006
- 01/23-26/2006
- 02/13-16/2006
- 02/27-03/03/2006
- 03/27-30/2006
- 03/27-03/03/2006

COTR/COR Project Officer Refresher

Course Description:

This one-day course "refreshes" the HHS Project Officer, Task Administrator, Cognizant Technical Officer (CTO), Quality Assurance Evaluator (QAE), or other contractor oversight positions by providing the most current insight for enhancing functional knowledge and technical performance. The course presents and discusses new laws and regulations as well as recent General Accounting Office (GAO) and Inspector General (IG) cases that pertain to the federal government oversight process. In addition, this course reemphasizes procurement integrity and ethics issues as a key ingredient to effective performance.

Learning Objectives

Upon completion of this course you will be able to:

- Review new laws and regulations
- Review emerging initiatives in contractor oversight
- Identify recent trends in acquisition
- Emphasize the importance of teamwork between the technical or engineering community
- Raise the level of awareness of non-contracting personnel
- Reinforce the role of the Project Officer/Manager

Class Dates:

- 02/07/2006
- 02/08/2006
- 03/09/2006
- 03/20/2006

CON 100 – Shaping Smart Business

Course Description:

Personnel new to contracting will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs.

Learning Objectives

Upon completion of this course you will be able to:

- Describe the acquisition/contracting mission and its impact on the American economic system
- Explain characteristics and responsibilities of the contracting professional in the role of a business advisor
- Determine the relationship between financial and acquisition communities and how fundamental in the role of a business advisor
- Describe commercial acquisition and government unique requirements of market research in identifying the best arrangements to meet mission requirements

Class Date:

- 02/06-10/2006
- 03/06-10/2006
- 03/13-17/2006

Earned Value Management

Course Description:

This course builds on the Earned Value Management (EVM) by summarizing the language, data reports, metrics, graphics, and management processes associated with EVM as they apply to acquisition management. It emphasizes the processes related to the Performance Measurement Baseline (PMB), the Integrated Baseline Review (IBR) and the American National Standards Institute (ANSI) for EVM Systems.

Learning Objectives

Upon completion of this course you will be able to:

- Describe in plain language, the acronyms and meaning of EVM-associated vocabulary
- Identify the program management data elements and processes associated with PMB development; understand how the ANSI EVM Industry Standard is used to certify EVM-integrated management systems
- Explain the IBR process and purpose
- Compute and comprehend the meaning of selected EVM metrics and EVM EACs
- Identify acquisition organizations, stakeholders, and formal agreements associated with EVM

Class Dates:

- 01/09-10/2006
- 01/11-12/2006
- 01/18-19/2006
- 01/23-24/2006
- 03/20-21/2006

Integrated Business Review

Course Description:

The IBR process enables project managers to effectively use the Project Performance Measurement Baseline to assess performance and to better understand inherent risks. The course covers IBRs conducted by using the Program Managers' Guide to the Integrated Baseline Review Process.

Learning Objectives

Upon completion of this course you will be able to:

- Review the IBR process, execution, and objectives
- Define task relationships
- Review schedule analysis
- Identify risks

Class Dates:

- 01/31-02/01/2006
- 03/22-23/2006
- 03/29-30/2006

Basic Simplified Acquisition

Course Description:

This entry-level course provides participants with a working knowledge of purchase cards and other procedures for acquiring supplies and services under the micro purchase threshold; of simplified acquisition procedures for acquiring non-commercial supplies and services up to \$100,000; and the procedures and policies of both FAR Parts 12 and 13 when acquiring commercial supplies and services up to \$5,000,000.

Learning Objectives

Upon completion of this course you will be able to:

- Complete micro-purchases
- Evaluate purchase requests
- Conduct oral or written solicitations for commercial and non-commercial items
- Issue purchase orders
- Apply acquisition-related sections of the Small Business Act
- Manage purchase and delivery orders

Class Dates:

- 01/09-12/2006

Grants Management Curriculum

Cost Principles

Course Description:

In this course, students gain a firm grounding in the basic premises underlying all of the sets of cost principles as well as practical experience applying each set of cost principles to assistance agreement situations.

Learning Objectives:

Upon completion of this course you will be able to:

- Determine applicability by recipient type
- Explore the key criteria: allow ability, allocability, and reasonableness
- Classify costs as typically direct or indirect
- Use the cost principles to determine allow ability of selected items of cost
- Gain insight into grant cost disallowances by exploring agency and court decisions

Class Dates:

- 02/01-02/2006
- 02/22-23/2006
- 03/08-09/2006

Advanced Cost Principles

Course Description:

This course is designed for grant recipient accountants, project managers, auditors, federal monitoring staff, and anyone responsible for making decisions about the allowability of complex costs under a federal grant. This course builds on knowledge and skills taught in Cost Principles. Students should complete Cost Principles before taking this course.

Learning Objectives:

Upon completion of this course you will be able to:

- Discuss major areas of cost disallowances: compensation indirect cost/cost allocation/conflicts of interest and cost sharing/matching
- Debate a cost allowability issue
- Appeal questioned costs following an audit

Class Dates:

- 02/03/2006
- 02/24/2006
- 03/10/2006

Cooperative Agreements and Substantial Involvement

Course Description:

This course is designed for federal personnel responsible for determining the appropriate award instrument, drafting cooperative agreement program announcements or award documents, and/or managing agency involvement in cooperative agreements.

Learning Objectives:

Upon completion of this course you will be able to:

- Apply the principal purpose test to select the appropriate funding instrument

Class Dates:

- 01/20/2006
- 03/14/2006

- Identify agency activities that constitute substantial involvement
- Draft clear, complete explanations of agency involvement for program announcements
- Determine if a cooperative agreement award includes all required elements
- Identify appropriate circumstances for converting a grant to a cooperative agreement

Federal Assistance Law

Course Description:

In this challenging course, students will gain an in-depth understanding of the legal underpinnings of federal assistance through reading and discussing actual court cases and appeals board decisions.

Learning Objectives:

Upon completion of this course you will be able to:

- Explore the legal basis for awarding grants and cooperative agreements
- Consider the legal differences between grants and contracts
- Discuss how statutes, regulations, and judicial decisions impact everyday grant and cooperative agreement administration
- Identify penalties that may be imposed on recipients that fail to comply with federal requirements

Class Dates:

- 01/25-27/2006
- 02/06-08/2006

Introduction to Grants and Cooperative Agreements

Course Description:

This class is designed for federal personnel who award or administer discretionary grants and/or cooperative agreements. Students gain a basic working knowledge of the assistance process from pre-award through closeout.

Learning Objectives:

Upon completion of this course you will be able to:

- Define who is responsible at key stages during the grants process
- Discuss the legal authorities governing federal assistance programs
- Discuss Grants.gov and other methods for informing applicants about your grant program
- Review the government wide program announcement template
- Explore the technical review process for applications
- Negotiate terms and conditions on a hypothetical grant

Class Dates:

- 01/09-11/2006
- 01/17-19/2006
- 03/13-15/2006

- Practice providing technical assistance on post-award administrative requirement
- Discuss audit requirements applicable to recipients of federal funds

Monitoring Grants and Cooperative Agreements

Course Description:

This course is for federal personnel responsible for overseeing administrative, financial, or programmatic performance of grant recipients. Students will develop a working familiarity with basic monitoring techniques and gain insight into potential problem areas in grants administration.

Learning Objectives:

Upon completion of this course you will be able to:

- Develop a monitoring plan
- Evaluate hypothetical grant scenarios to determine whether prior approval is required
- Analyze recipient progress and financial reports to identify deficiencies and potential problem areas
- Identify weaknesses in recipient internal controls through a mock site visit
- Use the Federal Audit clearinghouse database as a monitoring tool
- Determine appropriate special conditions for high-risk recipients
- Practice negotiating resolution of problems that arise during grant performance

Class Dates:

- 01/12-13/2006
- 03/16-17/2006

Uniform Administrative Requirements for Grants

Course Description:

This course is designed for recipient pass-through and federal personnel. Students gain a fundamental understanding of OMB Circular A-102: Grants and Agreements with State and Local Governments and 2 CFR part 215: Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals and other Nonprofit Organizations.

Learning Objectives:

Upon completion of this course you will be able to:

- Discuss the development of the administrative requirements and the effect of streamlining initiatives on recent and planned changes
- Determine applicability by recipient type
- Discuss how the requirements are applied to recipients through agency implementations
- Review the structure of the requirements to aid in

Class Dates:

- 01/23-24/2006
- 01/30-31/2006
- 03/06-07/2006



HHS University
2nd Quarter (January - March 2006) Classes



- information retrieval
- Locate and apply specific provisions to actual administrative issues
 - Decide when grant records can be discarded

Financial Management Curriculum

Budget Execution

Course Description:

This course addresses the key events policies and activities of the budget execution phase including appropriation warrants apportionment allotment allocation commitment obligation expenditure cost disbursement and outlay.

Learning Objectives:

Upon completion of this course you will be able to:

- Describe the purpose of budget execution
- Describe major events and the schedule of budget execution
- Understand the critical tools and skills necessary for effective budget execution
- Understand the key laws governing budget execution.

Class Date:

- 03/22-23/2006

Budget Formulation

Course Description:

This course includes a detailed description of the budget formulation phase including internal agency formulation budget submission and OMB review. A team exercise is used to develop a division budget estimate with role playing exercises including a division director budget review.

Learning Objectives:

Upon completion of this course you will be able to:

- Describe the purpose of budget formulation
- Describe major events and the schedule of budget execution
- Describe the principal products of budget execution
- Understand the critical tools and skills necessary for effective budget execution
- Understand the key laws governing budget execution

Class Date:

- 02/15-16/2006

Introduction to Federal Appropriation Law

Course Description:

This course offers a concise introduction to the foundation of laws and regulations applicable to budget and financial management including frequently cited laws and Comptroller General decisions. The course tracks an agency's appropriation from beginning to end using the federal budget process as a guide.

Learning Objectives:

Upon completion of this course you will be able to:

- Describe the GAO classification of appropriations

Class Date:

- 01/10-13/2006

- Understand obligations and deobligations
- Understand the necessary expenses doctrine

Federal Appropriations Law Update

Course Description:

With the continuous passage of new laws and regulations related to budget and financial management, it is critical for budget financial and program personnel to understand the options, strategies, and capabilities inherent in these new requirements.

Learning Objectives:

Upon completion of this course you will be able to:

- Update changes to the federal government's budget
- Understand the authority requirements and limitations
- Understand the appropriations and time related issues

Class Date:

- 01/18/2006

Purchase Card Training

Course Description:

This course is designed for HHS employees who possess or will be obtaining a Government Purchase Card or functioning as a Purchase Card Approving Official. The course provides reference materials for government purchasers using Simplified Acquisition Procurement.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify simplified acquisition procedures and considerations for purchase at the micropurchase level and above
- Review government required sources for suppliers and services
- Identify required documentation for purchases
- Recognize authorized and unauthorized purchases for the government purchase card
- Define the responsibilities of a cardholder and a card approving official, including reconciliation responsibilities

Class Dates:

- 01/26/2006
- 03/21/2006

Career Planning and Retirement Curriculum

Developing your Federal Career Path

Course Description:

This course provides Federal employees with the opportunity to take stock of their careers and master the tools and techniques essential for a productive work life. Careers are like gardens, if you don't cultivate them they become tangled and unproductive.

Learning Objectives:

Upon completion of this course you will be able to:

- Assess work-related values, skills, and interests
- Consider short term and long term career options
- Identify skill-gaps and develop a learning plan
- Understand key career development practices including networking and leadership

Class Date:

- 01/31/2006

Federal Resume and KSA Writing – GS-8s and Below

Course Description:

Having an effective federal resume can make the difference between getting a job interview, or NOT. This workshop provides students with the principles and practices of writing resumes and KSAs that GET RESULTS. In addition to writing a resume and KSAs that stand out from the rest, this workshop also builds students' job-hunting self-confidence and improves their performance.

Learning Objectives:

Upon completion of this course you will be able to:

- Take stock of current and past work experiences
- Effectively describe their skills
- Identify accomplishments and write effective accomplishment statements
- Tailor their resumes for a specific job announcement using key words
- Format their resumes to be both eye-catching and easy to read
- Write effective KSAs using the CCAR model recommended by OPM

Class Dates:

- 01/23/2006
- 03/13/2006

Federal Resume and KSA Writing – GS-9s and Above

Course Description:

Having an effective federal resume can make the difference between getting a job interview or NOT. This workshop provides students with the principles and practices of writing resumes and KSAs that GET RESULTS. In addition to writing a resume and KSAs that stand out from the rest, this workshop also builds students' job-hunting self-confidence and improves their interview performance.

Learning Objectives:

Upon completion of this course you will be able to:

- Take stock of current and past work experiences
- Effectively describe their skills
- Identify accomplishments and write effective accomplishment statements
- Tailor their resumes for a specific job announcement using key words
- Format their resumes to be both eye-catching and easy to read
- Write effective KSAs using CCAR model recommended by OPM

Class Date:

- 02/07/2006

Individual Development Planning

Course Description:

Creating an Individual Development Plan (IDP) is an effective way to target and develop skills that lead to greater job satisfaction and strengthen qualifications. An IDP is a learning plan that the employee develops in cooperation with their supervisors and which helps the employee reach goals and meet the organization's objectives. If we don't develop new skills, we are likely to become bored with our jobs and unable to compete successfully for new jobs.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify skills that support the organization and the individual's career goals
- Assess skills-gap and formulate concrete learning objectives
- Identify learning opportunities within organizations to reinforce classroom training
- Develop a formal IDP proposal
- Communicate effectively with supervisor to negotiate a mutually beneficial plan

Class Date:

- 03/06/2006

Mid-Career Benefits and Financial Planning

Course Description:

In today's ever-changing financial environment, you must begin as early as possible to plan for your retirement. Examine all aspects of FERS, Trans-FERS, CSRS and CSRS-Offset employee programs and develop an approach to financial planning that will help you ensure your financial security.

Learning Objectives:

Upon completion of this course you will be able to:

- Learn the retirement benefits available under Civil Service Retirement System (CSRS) and Federal Employee Retirement System (FERS) and how deposit/redeposit affects them
- Understand Social Security System, Windfall Elimination Provision (WEP) and Government Pension Offset (GPO)
- Understand financial planning
- Learn the different types of insurance available
- Understand the A,B,C's of the changing Thrift Savings Plan for both FERS and CSRS employees
- Understand the importance of estate documentation-Beneficiaries, Wills, Living Wills and Power of Attorney

Class Dates:

- 01/23-24/2006
- 02/22-23/2006
- 03/27-28/2006

Pre-Retirement - CSRS

Course Description:

Attend this seminar if you are planning to retire from the federal government within the next five years. Learn how to estimate the value of your retirement annuity and the tax implications of the various withdrawal methods. Learn from experts about your retirement system: CSRS and CSRS-offset. Also, learn about Social Security and Medicare benefits, financial planning, legal considerations, and traditional planning.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand CSRS
- Determine potential Social Security and Medicare
- Plan investment strategies
- Identify potential legal concerns
- Plan for life after retirement

Class Dates:

- 01/30/2006 – 02/01/2006
- 02/21-23/2006
- 03/07-09/2006

Pre-Retirement - FERS

Course Description:

If you are planning to retire from the federal government within the next five years, attend this seminar. Learn how to estimate the value of your retirement annuity and the tax implications of the various withdrawal methods. Learn from experts about your retirement system: FERS and Trans-FERS. Also, learn about Social Security and Medicare benefits, financial planning, legal considerations, and traditional planning.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand FERS benefits and how to maximize them
- Determine potential Social Security and Medicare

Class Dates:

- 01/09-11/2006
- 01/17-19/2006
- 02/14-16/2006

- Plan investment strategies
 - Identify potential legal concerns
 - Plan for life after retirement
- 03/20-22/2006
 - 03/28-30/2006

Pre-Retirement – CSRS and FERS

Course Description:

Attend this seminar if you are planning to retire from the federal government within the next five years. Learn how to estimate the value of your retirement annuity and the tax implications of the various withdrawal methods. Learn from experts about your retirement system: CSRS, CSRS-CSRS-offset, FERS and FERS-offset. Also, learn about Social Security and Medicare benefits, financial planning, legal considerations, and traditional planning.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand CSRS and FERS
- Determine potential Social Security and Medicare
- Plan investment strategies
- Identify potential legal concerns
- Plan for life after retirement

Class Date:

- 02/06-08/2006

Strategies for Successful Job Interviewing

Course Description:

The job interview is critical for helping both applicant and manager decide if there is a good 'fit' between applicant and position. Yet, many of us approach this stage of job hunting with trepidation. This class is designed to help federal applicants develop their interviewing skills, so they can communicate their qualifications effectively and confidently.

Learning Objectives:

Upon completion of this course you will be able to:

- Analyze the job and anticipate the manager's concerns
- Develop clear and concise responses to common interview questions
- Utilize both verbal and nonverbal communication techniques
- Ask questions to determine person/job 'fit'
- Handle various interview formats (individual, group, etc.)

Class Date:

- 02/13/2006

Balancing Career and Family

Course Description:

The goal of this one day class is to assist you in balancing the priorities in your personal and professional life. You will develop an action plan that will incorporate both career goals and family responsibilities.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify what you are juggling (home, career, recreation, community involvement)
- Establish your goals (career, home, leisure)
- Balance the scale (home issues, work issues and leisure issues)
- Prioritize your responsibilities at home
- Prioritize your responsibilities at work
- Take time out for fun and self gratification

Class Date:

- 02/07/2006

Personal and Professional Leadership Curriculum

Effective Networking

Course Description:

This session will discuss the benefits and definition of networking as an art. Participants will discover the appropriate questions to ask, how to empower others and establish relationships, how to establish and maintain networking contacts, and learn savvy networking skills. This course not only explains how to network effectively but also how to build solid relationships.

Learning Objectives:

Upon completion of this course you will be able to:

- Define networking and establishing networking goals
- List effective communication skills for building and maintaining networks
- Discover organizational politics and strategies for effective networking
- Really hear and understand others through active listening skills
- Understand the networking environment

Class Date:

- 02/01/2006

Congressional Operations Workshop

Course Description:

This workshop is conducted on Capitol Hill to provide the attendee with an understanding of congressional processes and the culture of Congress. Learn the structure, operations, and functions of Congress and the relationships between the legislative and executive branches. Hear presentations by members of Congress and their staffs as well as scholars, lobbyists, and news media representatives. Attend committee hearings and witness the operation of Congress.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand the organization and leadership of Congress and the role of members in policy-making and oversight
- Understand the legislative process and its impact on the DHHS
- Understand the interaction between the executive and legislative branches, the public and private sectors, and special interest groups
- Understand the congressional budget process, OMB, and the relationship to DHHS

Class Date:

- 03/21-23/2006

The Credible Leader

Course Description:

The focus of this course is on the important issue of credibility and how it affects all supervisors and managers. Participants will examine the five "Credibility Factors" and will assess their own credibility and receive feedback. They will have a better understanding of the credibility construct and what managers can do to develop and enhance their own credibility in the organization.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand the importance of credibility
- Understand the factors that comprise credibility
- Understand the ways we can "lose" our credibility
- Identify at least 6 ways to enhance our credibility with others
- Practice the communication skills to enhance our credibility

Class Dates:

- 02/01/2006
- 03/15/2006

Emotionally Intelligent Leadership

Course Description:

A leader's greatness is measured by the results of his or her followers. You will explore characteristics common to successful leaders, examining the cognitive, affective, behavioral, and interpersonal traits that great leaders possess. You will be given tools and strategies to help you profit from the insights of cutting edge research on leadership.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify the core competencies of emotional intelligence and relate them to successful leadership traits
- Increase your self-awareness, emotional control, and personal motivation
- Build relationships of trust and mutual commitment
- Instill motivation, resolve conflicts, and increase your influence
- Help your followers manage change more successfully
- Lead others to higher levels of commitment, creativity, and productivity

Class Dates:

- 01/05/2006
- 03/22/2006

Leading Change and Innovation

Course Description:

This course will help participants develop an increased understanding of the political, economic, social, and technological realities that shape perceptions and affect decision-making.

Learning Objectives:

Upon completion of this course you will be able to:

- Review the Appreciative Inquiry's "4-D" cycle of change: moving from discovery and dream to design and destination
- Identify the treasures embedded in the art of asking questions that inspire
- Identify ways to build coalitions and collaborative networks across boundaries through the use of the large group

Class Dates:

- 01/17/2006
- 02/24/2006

The Ethics of Leadership

Course Description:

This course will help participants build a reputation for integrity by approaching ethical issues with insight and resolve. Living a meaningful professional life involves making enlightened ethical choices in perplexing situations. What are these ethical considerations and how can they be applied to everyday decisions? How does the integrity of a leader or team member influence staff motivation, loyalty, and commitment?

Learning Objectives:

Upon completion of this course you will be able to:

- Identify your personal philosophy of ethical practice
- See how one's integrity influences professional success
- Decide what ethical principles to apply to everyday decisions
- Identify what acts of incivility take place in everyday organizational life
- Assess what motives drive the behavior of ambitious professionals
- Explore how a leader creates a culture of integrity and civility

Class Date:

- 02/02/2006

Strategic Planning

Course Description:

Strategic planning is the process of adapting the organization to a changing environment. Successful managers use strategic planning to reposition their organizations in the business environment. Ensure the success of your organization by learning the basics of strategic planning and participating in a brief strategic planning session.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify the strategic planning processes
- Review situation analysis

Class Dates:

- 02/15/2006
- 03/29/2006

- Explore how to write mission statements, objectives, and goals
- Explore how to adapt to change

Strategic Public Leadership

Course Description:

This course provides participants with the skills, theory-based knowledge, and self-awareness to create compelling organizational results. The course focuses on three essential executive roles: coaching, strategic leadership, and political brokering.

Learning Objectives:

Upon completion of this course you will be able to:

- Assess your personal style of leadership and how it might be strengthened
- Explore how your character and integrity impact staff performance and organization effectiveness
- Establish an organizational strategy and mobilize the commitment of staff
- Coach for improved performance and enhanced career development
- Assess the changing political environment and establish credibility and influence with superiors and other key stakeholders

Class Date:

- 03/21-22/2006

Science and Regulatory Policy Program

Course Description:

Meeting regulatory challenges requires an understanding of the regulatory policy-making process influenced by science, but which is susceptible to political and financial interest. This course introduces frameworks to explain and predict political decision-making, with a focus on the food and drug policy areas. It provides conceptual tools needed to anticipate issues on the policy agenda, understand the reasoning of decision-makers, and develop implementation strategies for regulatory programs.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand the dynamic environment surrounding food and drug regulatory programs
- Understand the need for regulatory policy and the elements of sound decision-making
- Develop, assess, and communicate sound policies
- Communicate policy options, risks and decisions
- Consider factors that place regulatory issues on an agency's agenda

Class Date:

- 03/08-09/2006

Who Moved My Cheese? Managing and Coping with Change

Course Description:

This highly interactive course is based on the #1 Bestseller: *Who Moved My Cheese?* by Spencer Johnson, M.D., participants will explore how they deal with change; identify the types of barriers (emotional, physical or situational) that are preventing them from moving forward; how to eliminate barriers to change; how to get "unstuck" and move forward; and how to embrace change and make change work for them.

Learning Objectives:

Upon completion of this course you will be able to:

- Self-analyze perceptions, attitudes and fears involving change
- Develop a plan to conquer non-justified fears, attitudes and perceptions involving change
- Identify past, present and pending changes and how to maximize them for personal and professional growth
- Identify which of the four 'Personalities of Change' most resembles how they deal with change
- Develop a personal action plan to deal with change

Class Date:

- 01/25/2006

Emerging Leaders Program Training

Learning Objectives:

Upon completion of this course you will be able to:

- Begin to understand the differences between leadership and management skills, and recognize what a leader does and how a leader learns to lead in service to others.
- Gain an understanding of the role that values and vision play in the development of leaders.
- Gain a deeper self-awareness so they can set forth an individual path of leadership development in the years ahead
- Understand the value of and be able to leverage diversity as a leader to achieve better results and to help others do the same.
- Understand and be able to apply principles essential to leading people:
 - Integrity/honesty
 - Teambuilding (e.g., clarifying shared values, vision, and mission)
 - Serving as a role model
 - Motivation
 - Conflict Management

Class Dates:

- 01/3-6/2006
Freshman Training
- 02/21-24/2006
Senior Training
- 03/20-24/2006
Freshman Training

Business Skills Curriculum

Introduction to Project Management

Course Description:

Successful project managers have strong communication, analytical, and motivational skills. Use an individual assessment tool introduced in class to identify and measure the key behavioral variables that could affect the success of your project. Discuss how you can adapt and motivate your team to ensure success.

Learning Objectives:

Upon completion of this course you will be able to:

- Develop and convey a project mission
- Understand the stages of project team development
- Use project scheduling tools (GANT Charts, Pert Charts, and Timeliness)
- Assign tasks and roles
- Evaluate the results of your project
- Develop your communication skills

Class Dates:

- 02/22-23/2006

Intermediate Project Management

Course Description:

This course provides a higher-level view of Project Management from the perspective of more senior or advanced project managers. The target audiences are those who supervise junior project managers as well as those individuals who manage multiple projects at one time. This course provides the foundation required for supervision of junior project managers. You will also learn the mentoring skills you need as the lead of a project team.

Learning Objectives:

Upon completion of this course you will be able to:

- Review Project Management Basics (refreshing the fundamentals)
- Measure and assess the quality of your project management skills
- Optimize your project management skills
- Empower project team members
- Mentor and coach project team members

Class Dates:

- 03/07-08/2006

Leadership 101 for Administrative Professionals

Course Description:

This class is aimed at empowering administrative personnel by identifying leadership characteristics and teaching skills that can be used to make one more promotable. The course is participant-centered and includes role-plays, self-assessments, and both small and large group exercises. Participants engage in detailed exploration and practical use of the skills while applying them to an array of relevant issues.

Learning Objectives:

Upon completion of this course you will be able to:

- Analyze problems and apply the decision-making process
- Understand what causes conflict; how to prevent conflict; understand the five conflict modes and how/when to use each to resolve conflict
- Identify a variety of communication styles and how to adapt individual style to build stronger working relationships
- Understand what delegation is and is not and how to use delegation to promote yourself in the workplace
- How to develop and achieve obtainable goals

Class Date:

- 01/16-17/2006

Project Management Principles

Course Description:

This three-day course covers the key concepts in managing a project from its initiation to final closeout. The Project Management Principles course will provide students with the knowledge and skills necessary in to address each phase of the project life cycle. Students are trained to pay specific attention to the Project Management Institutes' *Guide to the Project Management Body of Knowledge, 2004 edition (known as the PMBOK Guide)*.

Learning Objectives:

Upon completion of this course you will be able to:

- Develop project plans
- Prepare a project charter
- Identify advantages and disadvantages of project organizational structure
- Discuss the roles and responsibilities of project stakeholders
- Manage project conflicts
- Identify and assess risk
- Develop a risk management plan
- Manage changes to project scope throughout the project life cycle
- Monitor progress and update the project plan using multiple techniques
- Review closing project and capturing lessons learned

Class Dates:

- 01/17-19/2006
- 01/23-25/2006
- 02/13-15/2006

Administrative Excellence

Course Description:

The course is designed to teach employees how to embrace new challenges, turn them into opportunities to increase individual effectiveness, and become better team players.

Participants will learn how to approach workplace challenges in a positive way; how to use them to position and market themselves for career advancement; as well as how to improve working relationships and increase overall organizational effectiveness.

Learning Objectives:

Upon completion of this course you will be able to:

- Decrease conflict and promote win-win situations through effective communication
- Identify individual conflict mode and how to adapt it to facilitate win-win solutions
- Handle emotions in a positive way
- Turn barriers into developmental opportunities

Class Date:

- 02/21-22/2006

Time Management: Organizing Yourself

Course Description:

This course presents students with the fundamentals of time management. Students will learn how to evaluate the use of time, identify goals set priorities, develop an overall time management plan, assign a price to time, and correctly identify and control poor time management personality types. Course activities also cover managing time to increase productivity, developing a daily plan, managing technology, and saying “no” to do too much.

Learning Objectives:

Upon completion of this course you will be able to:

- Develop time management plans by identifying goals, creating daily plans, and recognizing obstacles
- Increase productivity by controlling interruptions and meetings, and recognizing factors that adversely affect productivity
- Avoid information overload by identifying causes, screening information, controlling paperwork, and using a filing system to organize your office

Class Date:

- 02/21/2006

Basic Time and Attendance Using ITAS

Course Description:

Learn how to use the Integrated Time and Attendance System (ITAS) in this two-day class. ITAS is a computerized application tool that timekeepers, supervisors, and employees use to report and track time and attendance. Learn how to accurately complete and maintain employee timekeeping records. During class lectures and hands-on exercises, learn the HHS regulations and procedures necessary to create and maintain these records. Receive reference materials you can use on the job.

Learning Objectives:

Upon completion of this course you will be able to:

- Learn timekeeper's duties and responsibilities
- Learn to use the ITAS system to make adjustments to pay and leave
- Understand the different categories of leave, premium pay, tours of duty, and proper procedures for each category

Class Date:

- 02/14-15/2006

Managing Multiple Priorities

Course Description:

Do you often find everything on your To-Do list a top priority? Do you find crises erupting and priorities constantly changing throughout the day? Are you scrambling to deal with them? If so, this course is for you! In this course, you will be introduced to proven techniques, guidelines, and strategies for staying on top of competing priorities and conflicting projects. You'll be able to plan with a mission, separate important activity from the merely urgent, and complete the tasks that must get done. You'll gain confidence in decision making, set limits by delegating, and commit to bringing more balance into your life. The end result will be accomplishing more with better results and less stress.

Learning Objectives:

Upon completion of this course you will be able to:

- Overcome the reluctance to plan
- Use 80/20 rule and the priority matrix to prioritize your activities
- Delegate and ask for help

Class Date:

- 02/28/2006

Communication and Interpersonal Skills Curriculum

Managing Up: Communicating with your Boss

Course Description:

You have 50% of the responsibility for building a positive working relationship with your supervisor and a 100% right to have it. Whether in an administrative or technical position, this workshop will help you to understand your own communication style and that of your supervisor and develop skills to effectively communicate with him or her.

Learning Objectives:

Upon completion of this course you will be able to:

- Determine your particular values and communication style at work
- Work with your supervisor's style and values
- Effectively receive and respond to feedback from your boss
- Learn a problem solving technique for resolving conflicts
- Prepare for and manage performance appraisal discussions – the employee's view

Class Date:

- 02/08/2006

Speaking on the Job – Part II: Presenting Yourself

Course Description:

Professionals at all levels of an organization will, as a regular function of their careers, present to audiences both within and outside of the organization. Presentations are often used for bringing people together to propose, plan, monitor, and review progress. It is critical to both individual success as well as to the success of the programs in which individuals are involved that they present their ideas well and present themselves as credible, reliable, and polished.

Learning Objectives:

Upon completion of this course you will be able to:

- Organize, compose, and deliver presentations in a clear, credible, audience-focused manner
- Handle stage fright
- Learn to use a systematic approach to the preparation of focused presentations
- Develop effectively each of the five major parts of a presentation
- Field questions with more clarity, confidence, and poise

Class Date:

- 01/03-05/2006

Working with Difficult People

Course Description:

The attitudes and actions of people in an office can have a profound effect on the environment. A positive environment is characterized by productive and committed staff members. A negative work environment is characterized by conflicts which create barriers to the kind of cooperation and communication needed to generate high levels of productivity and individual commitment. In every interpersonal situation, we have behavioral options. This workshop will provide participants with the opportunity for identifying and practicing these behavioral options.

Learning Objectives:

Upon completion of this course you will be able to:

- Recognize the elements that create effective professional relationships and partnerships
- Identify ways to resolve problems with difficult people with minimum stress and effort
- Confront problems in a way that minimizes defensiveness

Class Date:

- 01/18/2006

Listening and Memory Development

Course Description:

Faced with the vast amount of oral communication in each day, everyone needs more effective listening and retention skills. This course will provide participants with methods of building a high level of listening proficiency and ability to recall information.

Learning Objectives:

Upon completion of this course you will be able to:

- Recognize and minimize barriers to effective listening
- Develop skills to listen more attentively in meetings, classes, other group interactions, and individual exchanges
- Use three proven memory techniques to remember what they have heard
- Remember and recall names, faces, facts, figures more readily and more accurately
- Combine listening and memory techniques to process, retain, and recall information more effectively

Class Date:

- 03/28-29/2006

Plain Language Writing

Course Description:

The Plain Language Training is interactive and experiential, involving a combination small lectures and activities. The lectures provide an overview of plain language concepts, while the activities (done primarily in small groups) are used to reinforce comprehension of the concepts.

Learning Objectives:

Upon completion of this course you will be able to:

- Develop written materials so that they are visually attractive
- Logically organize requests for proposal and grant announcements
- Make written requests for proposal or grant announcements understandable the first time recipients read them
- Understand the need to use Plain Language techniques in communications as required by HHS and legislative requirements

Class Date:

- 01/24/2006

Negotiating to Win

Course Description:

Even experienced negotiators often feel uncomfortable and uncertain about how they negotiate; the process is sometimes stressful and the outcome worse. In this workshop you will use case studies, videos and role-play to walk you through the seven steps to principled negotiating. You'll leave with the tools and experience certain to make negotiating situations more productive and profitable. You will be able to engage in negotiations that produce "win-win" outcomes for both parties, reduce adversarial relationships between parties, and set the stage for future productive negotiations.

Learning Objectives:

Upon completion of this course you will be able to:

- Learn how to handle conflict during negotiations
- Avoid the common mistakes even experienced negotiators make
- Create options to meet both parties interests
- Maintain ethics in negotiations
- Separate people issues from substantive issues

Class Date:

- 03/01/2006

Effective Interpersonal and Communication Skills

Course Description:

This interactive workshop begins with participants exploring and understanding their predominant behavioral style using the DISC Dimensions of Behavior. They will explore how their behavior impacts others and techniques for modifying their behavior so that interactions and communications are improved.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify and understand your own DISC behavior using the Personal Profile System.
- Identify the behavioral styles of others: motivating factors, de-motivating factors, fears and preferences.
- Techniques for modifying behavior to meet the needs of each behavioral style.
- Become a better listener by recognizing verbal and non-verbal cues.

Class Date:

- 03/01/2006

Problem Solving Communication Skills

Course Description:

One of the most difficult skills to learn is how to handle critical feedback - whether we are giving it or receiving it. There is both opportunity and peril in any message. Properly handled, critical feedback becomes constructive and can provide information, which could actually lead to a collaborative problem solving interaction, if handled well.

Learning Objectives:

Upon completion of this course you will be able to:

- Review the most effective ways to respond to a problem: flight or fight
- Introduce assertive communication as the median
- Understand the relationship between communicating expectations and providing feedback
- Learn how to give constructive feedback
- Learn how to respond to valid, invalid, and vague feedback
- Discuss active listening skills and the corresponding behavior
- Practice giving feedback and active listening

Class Date:

- 03/02/2006

Team Effectiveness

Course Description:

Today's work place is too complex for any one person to be successful independently. This is particularly the case where individuals from different functional areas, departments, and physical locations have to work in harmony to meet the unique needs of their organization. Developing a smoothly functioning team requires very different skills than working with individuals, yet too often we confuse "teaming" with genuine team-building. Learn the information and skills that are required to successfully lead and manage teams. You'll learn actively through team activities and experiential exercises, and you'll have the opportunity to participate on a team and apply insights from the day to your daily work teams.

Learning Objectives:

Upon completion of this course you will be able to:

- Create synergy in group performance
- Deal with team conflict
- Build trust between team members

Class Date:

- 03/02/2006

Supervision and Management Curriculum

Advanced Supervision: Beyond the Basics

Course Description:

You're an experienced supervisor who has taken introductory supervisory courses. Now you can acquire more in-depth knowledge to help you manage organizational and workforce challenges. Learn valuable skills that will enable you to be an outstanding supervisor.

Learning Objectives:

Upon completion of this course you will be able to:

- Clarify your role in the organization
- Use power and influence effectively
- Discuss and apply aspects of Emotional Intelligence theory
- Plan and hold coaching discussions with employees
- Constructively discuss a problem you are having with someone
- Discuss work related issues in a confidential manner and learn methods for resolving them
- Work effectively with your supervisor
- Coach employees, including those who supervise others, those who are team leaders, or who are more technically knowledgeable than you are

Class Dates:

- 01/30-31/2006
- 02/23-24/2006

Strategic Thinking

Course Description:

Strategic Thinking is a tool to help us confront change, plan for and make transitions, and envision new possibilities and opportunities. Strategic Thinking is a synthesizing process utilizing intuition and creativity. The goal of strategic thinking is to develop an integrated perspective of an organization and its overall direction. This training is experiential and applied. Exercises and group discussions will be geared toward not only practicing strategic thinking skills but in applying them to participants' current organizational issues and situations.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand and apply the tools of critical thinking
- Take a systems perspective
- Develop a strategic intent
- Apply intelligent opportunism
- Practice the steps for thinking strategically

Class Dates:

- 01/19/2006
- 02/08/2006

How to Coach your Employees

Course Description:

Develop coaching skills to effectively improve employee performance and development. Learn the importance of listening actively in coaching as well as the importance of developing clear and understandable performance goals with your employees. Find out why coaching is a two-way process that must benefit both parties if it is to be successful.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand what coaching is and why you should do it
- Differentiate between coaching and counseling
- Develop an effective coaching relationship
- Coach for commitment
- Motivate marginal performers
- Avoid the most common mistakes in coaching

Class Dates:

- 02/15/2006
- 03/29/2006

How to Delegate Effectively

Course Description:

Learn strategies for delegating, rather than "dumping" work assignments on others. Learn and practice the nuts and bolts of the art of delegation. Learn practical tips for avoiding the common delegation traps, like "reverse delegation." Write a specific delegation agreement for office staff.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand the benefits of good delegation
- Avoid common delegation traps
- Identify the techniques for delegating effectively
- Evaluate each delegation experience
- Develop specific action plans by identifying what tasks are to be delegated and to which staff members

Class Dates:

- 01/25/2006
- 03/03/2006

Interviewing and Selecting High Performance Employees

Course Description:

If you've ever thought you asked all the right questions and still ended up striking out with the wrong hire--this workshop is for you. Learn how to conduct more effective interviews by asking the right questions.

Learning Objectives:

Upon completion of this course you will be able to:

- Use effective questioning techniques and apply them in various stages of the interview
- Focus on the queries that will tell you the most about an applicant's past job performance
- Examine relevant intangible qualities, including

Class Dates:

- 01/20/2006
- 02/10/2006

- interpersonal skills, communication abilities, creative thinking and personality
- Use active, rather than casual, listening
 - Take legal and effective notes
 - Use silence to solicit job-related information
 - Assess applicants with proven rules of perception, and avoid the ten deadly traps in interviews
 - Align reference inquiries with interview questions

Managing Conflict

Course Description:

Take charge of conflict and effectively handle disputes that occur at work. Understand how to approach people in a way that minimizes their defensiveness and hostility. Develop practical skills that will improve your relationships with managers and co-workers. Learn how to identify cross-cultural conflicts and resolve them. Create an action plan for effectively resolving conflict.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify the causes of conflict
- Evaluate approaches to manage conflict
- Make sure the message you intend to send is the message that is received
- Learn to give and receive feedback
- Apply a mediation approach
- Generate options when at an impasse
- Help others resolve their conflicts
- Manage group problem solving
- Understand "hot buttons" and how to manage anger
- Learn to work with personality clashes

Class Dates:

- 01/24/2006
- 03/16/2006

Managing your Human Resources within Federal Law

Course Description:

The most difficult task in today's federal environment is being a supervisor. How you manage your staff impacts directly on organizational results. You will be held increasingly accountable by Congress, the courts, and the American public for adhering to sound management practices that reflect merit system values. This workshop will provide the foundation and the tools for making sound HRM decisions.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand Merit System Principles and Prohibited Personnel Practices
- Relate HR activities to total management responsibilities

Class Dates:

- 02/17/2006
- 03/10/2006

- Learn how to better handle daily HR requirements
- Distinguish between and deal with performance and conduct issues
- Learn about the Whistleblower protection provisions of the No FEAR Act
- Make HR decisions that will reduce the potential for grievances and EEO complaints

Successful Performance Management

Course Description:

This course stresses the importance of establishing clear expectations and performance measures and providing ongoing feedback to ensure effective employee performance. In this way, the performance appraisal process becomes a summary of the year's accomplishments and an opportunity for strategic goal setting.

Learning Objectives:

Upon completion of this course you will be able to:

- Describe the four steps in a performance management model, which encourages managers to establish performance expectations and intervene when performance is less than expected
- Develop performance objectives and measures that employees can use to manage their performance
- Understand the impact of organizational culture and informal expectations on performance
- Monitor and diagnose performance problems and help individuals who are falling short of expectations
- Give feedback to sustain and improve employee performance

Class Dates:

- 01/05/2006
- 02/24/2006

Supervising Former Peers

Course Description:

Learn strategies for establishing authority, setting clear limits, and lowering resistance to change. Examine ways to develop the support of former peers--some of whom may have been competing for the position. Devise a plan for maximizing the advantages of supervising former peers while coping with the interpersonal and organizational issues. Plan steps to orient the employees you supervise, the organization, and yourself to your new role and responsibilities.

Learning Objectives:

Upon completion of this course you will be able to:

- Identify types of support you need from your supervisor and ask for it
- Establish authority and gain influence
- Lower resistance to your new role with several tried

Class Dates:

- 02/22/2006
- 03/29/2006

- and true communications skills
- Establish a social distance which fits the organizational culture
- Develop a new peer group and structure new support systems
- Set task and relationship priorities

Supervision: New Skills and New Challenges

Course Description:

Successful supervisors in today's dynamic workforce need many skills---how to delegate and motivate; manage staff performance and communicate in a multicultural environment.

Learning Objectives:

Upon completion of this course you will be able to:

- Understand the responsibilities of a supervisor
- Manage the transition to becoming a supervisor
- Identify different leadership styles and determine when each style is appropriate
- Develop strategies for improving communication skills that support increased effectiveness
- Develop effective delegation strategies to delegate work appropriately
- Identify the steps involved in coaching and counseling employees
- Give positive feedback and reinforcement
- Develop strategies for energizing and motivating subordinates
- Develop methods for dealing with change and stress

Class Date:

- 02/22-24/2006